

The background features a stylized illustration. In the upper right, a family consisting of an adult and a child stands on a wide, light-orange staircase that leads up to a building with an arched entrance. A street lamp is visible on the right. In the lower foreground, there is a light blue house with a red roof and a large, dark green tree. The sky is a light blue gradient with a few white circular light spots.

# Mapping the Housing Placement Process

Breakout Session - Friday, November 15  
Learning Session 2024

# Presenters



**Nadine Maleh**  
**Principal,**  
**Housing Systems**



**Ian Fletcher**  
**Deputy Director,**  
**Large-Scale Change**

# Housing Placement Process Mapping

## What is this exercise?

The process-mapping exercise brings together all key players who participate in the housing placement process for people exiting homelessness. Throughout the day, the participants maps the system *as it currently operates* and pull out potential areas for improvement. By the end of the day, leadership from across the community commits to immediate and longer-term improvement projects to increase housing placements in their community.

Process mapping can be used for any system with more than one step!

# Housing Placement Process Mapping

## Why do this exercise?

- Work as a team to make the housing process as easy and efficient as possible for unhoused folks with the highest needs
- Streamline the process for remove barriers and burdens for any and all providers and organizations involved in housing process
- First step: Pinpoint exactly where in the process barriers, burdens, and delays are coming up (for individuals who are homeless and provider staff)
- Understand how long each step is taking now (identification to assessment; assessment to referral; referral to voucher issuance; voucher issuance to lease up), so we can use data for improvement
- Jointly design and test solutions/improvement ideas

# Before, During & After

## 1 Prep Work

In advance of the onsite, teams need to confirm key attendance and report out system data.

- It is crucial that both frontline staff and senior leadership attend.
- The only advance work is for the local PHA and VA to provide data that shows how the system currently operates.

## 2 On Site Exercise

By the end of the day, the community has committed to three short-term and three long-term improvement ideas.

- The day is divided into two parts: the morning for frontline staff to map the process and the afternoon for leadership to identify and commit to process improvements.

## 3 Follow Up & Through

Each process improvement must have a point person responsible for implementing each project and tracking its success.

- Each process improvement should have its own project plan.
- Success and barriers should be reported out to the group.

# Who should attend?

## Morning Session

This should include all key personnel who are closest to the housing placement process, including:

- Outreach workers
- VASH caseworkers
- Housing navigators
- SSVF caseworkers
- Key stakeholders as identified

## Afternoon Session

This session should include leadership from the following agencies:

- PHA
- VA
- CoC
- Mayor's Office (when relevant)
- SSVF provider(s)

# Prep Work: By the Numbers

Before the exercise, the VA and PHA will be asked to provide key data relating to the By-Name List.

- The data includes total numbers, race & ethnicity data, VASH information, and the current timeline for each section of the housing process.
- The goal is for the data to inform the conversations around process improvements.

Data as of 11.15.24

Local Housing Authority

Total Known Veterans Experiencing Homelessness on the By Name List in the PHA Area: 378

Sub-total VA Eligibility - Fully Eligible: 273 Humanitarian: 89

Sub-total Chronically Homeless: 111

Sub-total Unsheltered: 78

Race & Ethnicity Data:  
14 American Indian, 108 Black, 7 Unknown, 23 Multiple Races, 4 Native Hawaiian, 222 White  
35 Hispanic, 336 Non-Hispanic

PHA VASH Allocation Total: 320

Sub-total VASH vouchers leased up: 237

Sub-total VASH vouchers in process: 1

Sub-total VASH voucher unassigned/available: 82

Sub-total VASH utilized: 74%

Race & Ethnicity Data of who is in VASH in the PHA: Need Data

Average Timeline

Identification to Admission:	Admission to Move-In: <b>88 Days</b>
Admission to PHA:	Need Data
PHA to Voucher:	28 Days
Voucher to Move-In:	39 Days
	21 Days

# Quick Activity Break



# Let's make a sandwich



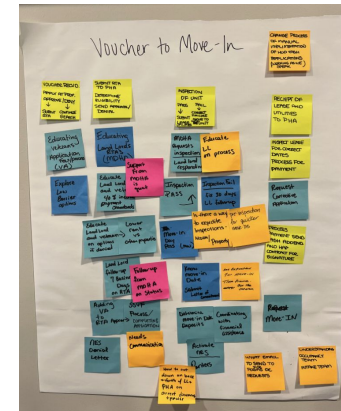
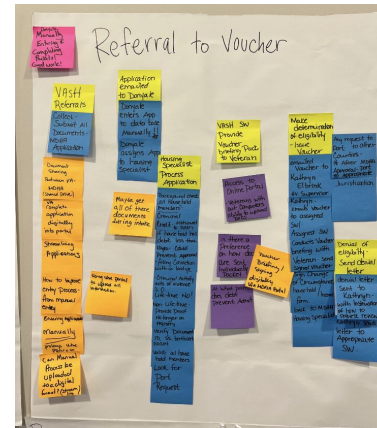
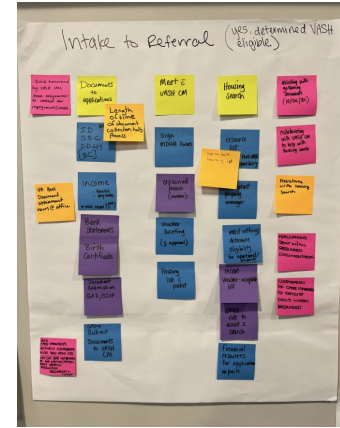
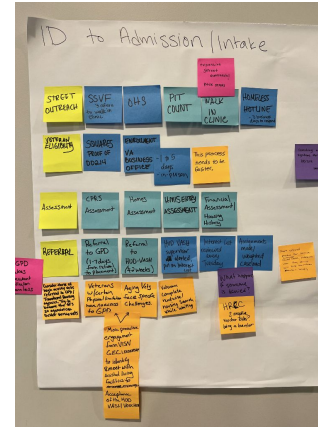
An illustration of a person with dark hair, wearing a yellow shirt and a dark skirt, sitting on a pink picnic blanket. A white dog with brown spots is sitting next to them. They are in a park with rolling green hills, a large tree, and a city skyline in the background. A blue street lamp is visible on the right. The sky is a solid blue color.

**What will the day look like?**

# Morning Session: breaking down the process

In the morning, staff closest to the work will divide into groups and list every process point that happens to get someone into housing. The group will then lift up bright stars and identify potential areas for improvement.

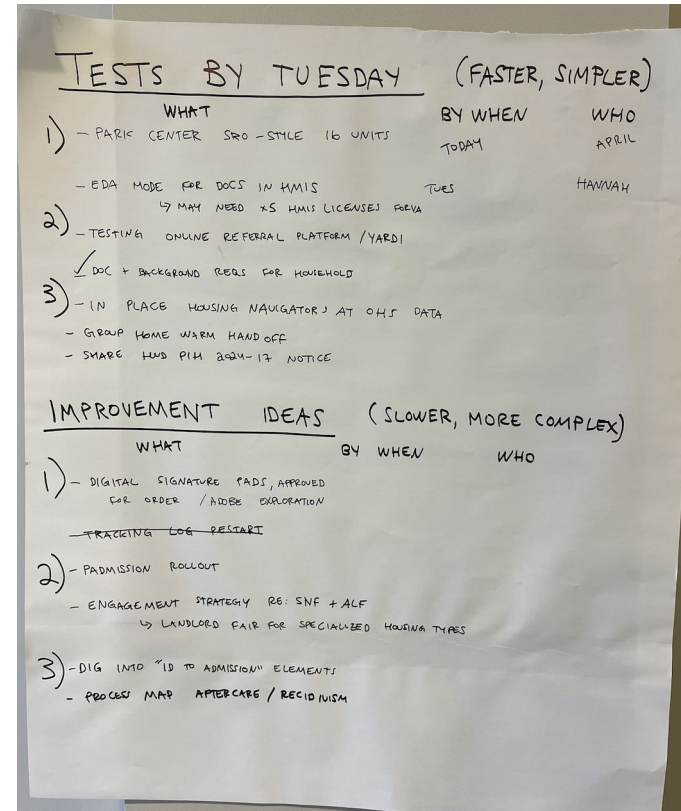
- The group is divided up into the following process sections: **ID to Intake**, **Intake to Referral**, **Referral to Voucher**, **Voucher to Move In**.
- The team is challenged to write every step of the process and **document work** required to facilitate it (e.g. the breadth of documents that must be included, how applications are sent to the PHA, etc.).
- **The Gallery Walk** concludes the morning session — where the full cohort goes through each system poster and pulls out what is working within their community and where there is room for improvement.



# Afternoon Session: improvement projects

In the afternoon, leadership will convene to commit to improvement projects to address gaps highlighted in the morning session.

- The Gallery Walk is the beginning of the afternoon session giving line of site to leadership on work flow.
- By the end of the afternoon session, leadership will have committed to 3 short-term and 3 longer-term improvement projects.
- Having senior leadership from all relevant agencies is crucial to commit to these projects.
- The team needs to identify leads for each project to ensure accountability and follow through.
- Schedule a follow up meeting with all key parties approx. 45 days after to check in on progress.



The Nashville team's improvement projects (June 2024)

# Process Maps & Improvement Projects

An illustration of a person with dark hair, wearing a yellow shirt and a dark skirt, sitting on a pink blanket on a grassy lawn. A white dog with brown spots is sitting next to them. In the background, there is a large tree, rolling green hills, and a city skyline with various buildings and streetlights. The sky is a solid bright blue.

# Example Process Map Section

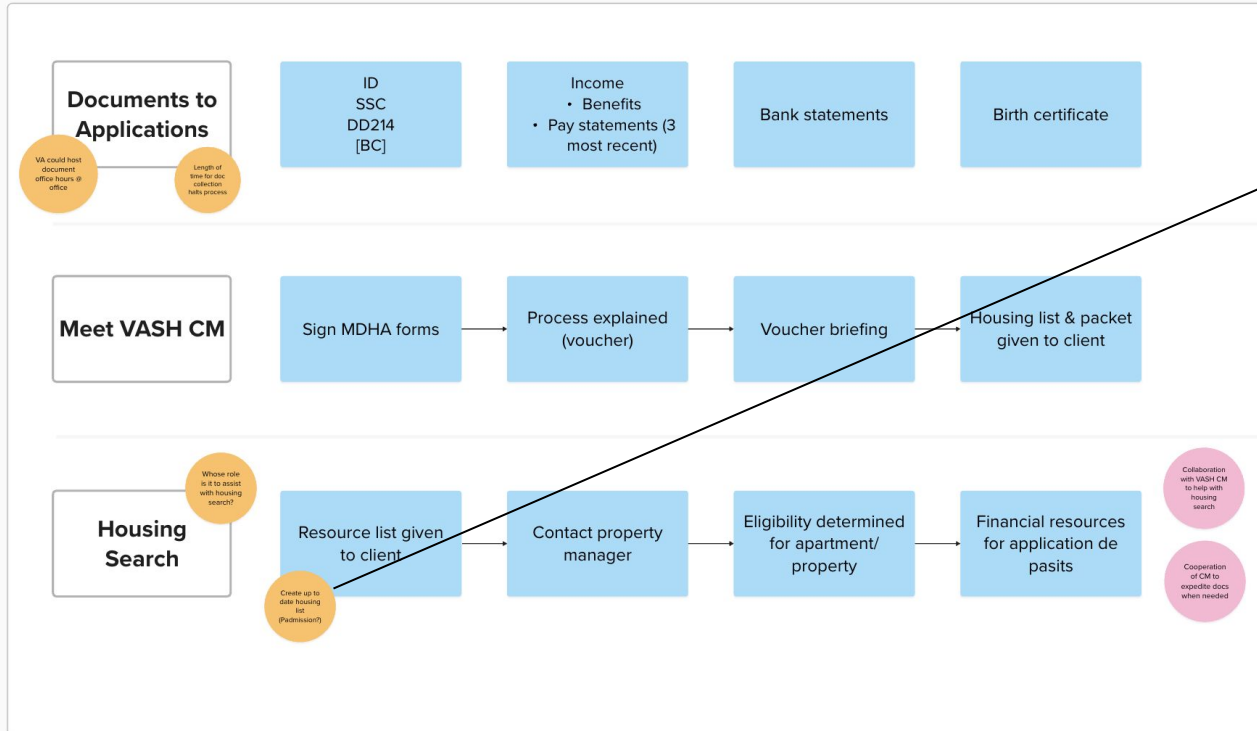
## Intake to Referral (Once determined VASH-eligible)



- This is a digitized section from Nashville's process mapping exercise
- The orange circles are identified areas for improvement and the pink circles are highlights of what is working well

# Example Process Map Section

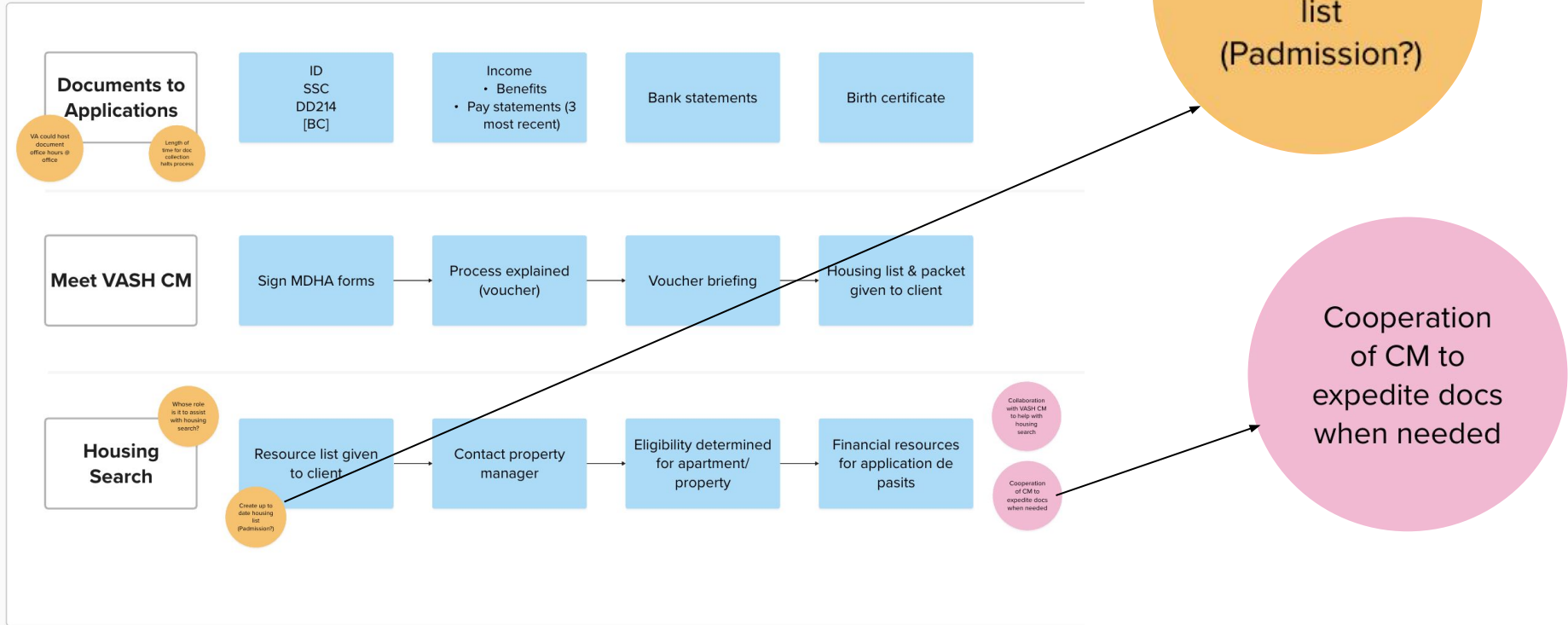
## Intake to Referral (Once determined VASH-eligible)



Create up to date housing list (Padmission?)

# Example Process Map Section

## Intake to Referral (Once determined VASH-eligible)





**Questions at this point?**

**Let's Do This**

# Tests of Change

By the end of the day, leadership should have completed this document with at least three Tests by Tuesday and three Improvement Ideas. Frontline staff will have highlighted potential improvement projects in the morning for leadership to review.

- **Tests by Tuesday:** These are short-term fixes that can be implemented in ~1 week.
- **Improvement Ideas:** These are longer-term projects that will likely take months to complete and usually require cooperation across agencies.
- Ensure the entire form is completed so there are point people and projected timelines; this will increase accountability and make follow-up easier.

**Built for Zero**  
HUD-VASH Process Mapping [DATE]

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PHA or VA: \_\_\_\_\_ Lead Improver: \_\_\_\_\_

Aim: \_\_\_\_\_

Tests by Tuesday (*Faster, Simpler*):

What	By When	Who
1)		
2)		
3)		

Improvement Ideas (*Slower, More Complex*):

What	By When	Who
1)		
2)		
3)		

Other Commitments: \_\_\_\_\_

Notes: \_\_\_\_\_

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**Built For Zero.**  
COMMUNITY SOLUTIONS

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1)		
2)		
3)		

Other Commitments: \_\_\_\_\_

Notes: \_\_\_\_\_

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**Built For Zero.**  
COMMUNITY SOLUTIONS

# Example Tests by Tuesday

## Built for Zero

HUD-VASH Process Mapping

11.15.24

**PHA or VA: Local PHA**

**Lead Improver: Nadine**

Aim: Increase VASH utilization from 82% to 90% by July 1, 2025

Tests by Tuesday (*Faster, Simpler*):

What	By When	Who
1) Create PHA Referral Portal accounts for VA Staff	11/30/24	PHA staff
2) Pre-inspect six units at new affordable housing site	11/24/24	VASH inspector
3) Increase VASH orientations to 2x/week	11/22/24	VASH staff

# Example Improvement Ideas

## Improvement Ideas (*Slower, More Complex*):

What	By When	Who
1) Explore & implement accepting online referrals	Q2 2025	VASH lead
2) Get all providers on Padmission	Q1 2025	PHA staff
3) Meet quarterly with leadership to ensure progress	Ongoing	All

## Other Commitments:

## Notes:

# Effective Follow Up

- Schedule a follow-up meeting with all key players 45-60 days after the process-mapping exercise.
- Ensure each improvement idea has a point person who is responsible for tracking progress and reporting out.

# What makes this exercise successful?

- Ground the exercise in the shared goal of working to end veteran homelessness.
- Make sure to celebrate the successes the team has already achieved.
- Attendance! Ensure all relevant people are there.
  - In the morning, this means frontline staff closest to the work.
  - In the afternoon, this means leadership who can commit to projects on behalf of their agency.
  - People with lived or living experience of homelessness are critical to setting the tone in the room.
- Step up, step back: make sure all voices in the room are heard.



**Any final questions or comments?**

# Resources!



This QR code links to a folder of resources to assist your community in conducting a process mapping exercise. We will email the link out as well, but feel free to scan it now.



**Thank You**

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